

The logo of the Fremont Police Department is a shield-shaped emblem. At the top, the words "FREMONT POLICE" are written in a yellow, sans-serif font. Below this, there is a central circular seal containing a landscape with a green tree, a blue sky, and a white building. The shield has a yellow border and a grey drop shadow.

ORT Prevention Grant Program

Local Evaluation Plan

**Real Time Information Center
Addresses ORT**

Fremont Police Department

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April 1, 2024

**Project Period:
October 1, 2023 - December 31, 2026**

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Project Background

The Fremont Police Department (FPD) has envisioned a Real Time Information Center (RTIC) for the last several years. The purpose is to leverage a range of technologies to provide real-time information to responding officers with an emphasis on crime mitigation, situational awareness, and officer and community safety. The BSCC grant for Organized Retail Theft (ORT) Prevention offers FPD the opportunity to achieve this goal by providing staffing and technology resources to serve this purpose and address increasing ORT-related crimes.

The awarded funds will provide two full-time professional RTIC Analyst positions. Funds will also pay for the acquisition of critical visual technology to include a state-of-the-art video wall and associated software for optimal processing and streaming, two computers, monitors, and handheld radios at each workstation; and software subscriptions for open-source intelligence and data analytics. These resources will support FPD's designated ORT detective, patrol, and investigative teams when in the field, with the goal of reducing ORT-related crime and supporting ORT-related investigations.

Purpose & Problem

FPD faces significant challenges with recruiting, hiring, and retaining police officers. Staffing shortages in Patrol, Detectives, and Dispatch impact FPD's ability to address the demand for services in our community. The RTIC staff will serve the community by applying their analytical expertise and technology resources to support front-line officers every day. The RTIC Analyst's specialized training and access to technology is expected to significantly impact Fremont's crime and community safety positively.

Fremont's ORT-related crime is rising. The analysis of ORT-related data (theft, grand theft, shoplifting, and robbery) in designated ORT hotspots increased by 87% (435 from 233, respectively), comparing the first six months of 2023 to the same period in 2022. From 2022 to 2021, there was a 24% increase. Many of Fremont's big box stores, national retail and grocery stores, experienced dramatic spikes in crime; ten retailers experienced increases of 100% or more, and five stores increased 300-400%. In line with national trends, Fremont businesses also experienced violence and aggressive acts with continued and increasing potential for harm, death, and/or destruction.

Establishing a fully operational RTIC with staffing and additional technology fulfills FPD's need to support officers through analysis and technology to impact crime and improve safety. Networking with regional law enforcement agencies who have RTICs or use specific real-time crime analysis software can assist in adopting best practices, recognizing regional trends, and connecting serial crimes. The full-time RTIC operation can assist with reducing ORT-related

crime in Fremont while increasing crime prosecution by providing additional evidence to the District Attorney's Office for charging efforts.

Scope

The new RTIC Analyst positions will perform crime analysis, including the identification of crime patterns, series, trends, and suspect identifications, pertaining to real-time activity and imminent follow-up. The RTIC Analyst's role is to provide information and visual observation from video monitoring will be invaluable based on peer agency testimonials, academic research, and best practices. Key technology uses include monitoring live and recorded video of incidents, relaying real-time information to responding officers, entering suspect license plates and contextual details into the Automated License Plate Reader (ALPR) custom hotlist to provide alerts to patrol, documenting and preserving video evidence to assist with investigations, viewing video footage to provide situational awareness to involved decision-makers, and performing data queries in *Peregrine* for a comprehensive search of available information.

The RTIC will collaborate with the ORT detective as they focus on ORT investigations and outreach to the retail and loss prevention community. The ORT detective will be integral to sharing ORT-related information with our law enforcement partners as well as his network of loss prevention and retail personnel. The messaging will include how to be effective partners with law enforcement, the necessity and tools for accurate and timely crime reporting and promoting crime prevention and safety efforts.

The Community Engagement Unit (CEU) will partner with the RTIC to message the community about the RTIC's mission, and its role in day-to-day policing, affirming our focus on adhering to policies and best practices, and highlighting success stories. CEU will also message crime prevention and safety tips as well as ORT efforts and successes.

Past successes of RTIC, when deployed on an ad hoc basis, have demonstrated the need for the department's commitment to supporting this full-time and exploring future investment and growth. To date, the efforts of light duty officers temporarily assigned to RTIC have resulted in felony arrests, warrants served, investigative leads, guns recovered, increased officer safety, and preserved video evidence for prosecution. The analysis of ORT data also showed the need for intervention and a commitment of resources to counter this substantial crime trend. As previously referenced, ORT crime and other crimes in the ORT hotspots have increased, including many violent incidents.

Similar Projects

ORT is plaguing the United States, costing retailers billions of dollars in revenue losses annually.¹ The rise in ORT has caused retailers to hire security guards, lock up moderate to expensive merchandise, and even close stores in some locations.² The stolen items are then typically sold online, through individual or wholesale distributors.³ ORT is noted to be a serious crime in California, endangering the well-being and safety of employees, consumers, and businesses.⁴ The California Department of Justice is working to reduce ORT through an Organized Retail Criminal Enterprise Program with investigative teams in Northern and Southern California and encouraging big box retailers to report theft when it occurs, among other efforts. ORT crime persists, despite statewide efforts to reduce ORT, leading agencies to deploy new programs to reduce victimization and increase safety.

Real-Time Crime Centers (RTCC) and RTICs are not new, starting in 2005 in New York City to gather city-wide intelligence, provide evidence, and create a real-time understanding of crime.⁵ The mission of an RTCC is to use technology-assisted intelligence to improve law enforcement response with increased efficiency and improve safety in the community.⁶ In times of limited staffing due to nationwide law enforcement hiring shortages, RTICs and camera systems can provide real-time information to analysts, who then relay the information to responding officers. An RTCC in Detroit assisted in decreasing property crimes in some areas,⁶ and RTCC technologies have assisted in solving violent crimes, including sexual assaults in Miami.⁷ In Chicago, RTCCs have increased clearance rates for violent, property, and overall crime, allowing for enhanced police investigations and evidence collection.⁸

The National Institute of Justice's CrimeSolutions.gov is a clearinghouse that rates criminal justice-related programs and practices using a standardized rating process to determine the effectiveness of the program or practice.⁹ CrimeSolutions reviewed a police-monitored CCTV camera program in Newark, New Jersey, with law enforcement using public surveillance cameras in high-crime areas. The program found a statistically significant decrease in vehicle

¹ Fonrouge, G. (2024, March 12). *Inside the organized crime rings plaguing Ulta, T.J. Maxx, Walgreens and other retailers*. NBC News. <https://www.nbcnews.com/news/us-news/organized-crime-rings-plaguing-retailers-ulta-tj-maxx-walgreens-rcna142919>

² Castaneda, C. (2023, September 26). *Target to close 3 Bay Area stores because of retail theft; 6 other stores closing in New York, Portland, Seattle*. CBS News. <https://www.cbsnews.com/sanfrancisco/news/target-stores-closing-retail-theft-san-francisco-oakland-pittsburg-new-york-portland-seattle/#:~:text=San%20Francisco%20has%20seen%20a,pandemic%20and%20changing%20shopping%20habits>.

³ Youngblood, J. (2015). *Organized Retail Fraud/Theft. In A Comprehensive Look at Fraud Identification and Prevention*. CRC Press. <https://doi.org/10.1201/b18429-10>

⁴ OAG. (2024). *What is organized retail crime?* California Office of the Attorney General. <https://oag.ca.gov/bi/retail-crime>

⁵ Larkham, Z. (2023, July 10). *The quiet rise of Real-Time Crime Centers*. Wired. <https://www.wired.com/story/real-time-crime-centers-rtcc-us-police/>

⁶ BJA. (2016). *Real Time Crime Center Information*. Bureau of Justice Administration. <https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/RealTimeCrimeCenterInformation.pdf>

⁷ Przeszlowski, K., Guerette, R., & Sudderth, L. (2023). The role and impact of the use of information technologies by police in response to violence against women. *International Journal of Environmental Research and Public Health*, 20(12). <https://doi.org/10.3390/ijerph20126125>

⁸ Arietti, R. (2023). Do real-time crime centers improve case clearance? An examination of Chicago's strategic decision support centers. *Journal of Criminal Justice*, 90. <https://doi.org/10.1016/j.jcrimjus.2023.102145>

⁹ NIJ. (2024). *How CrimeSolutions Works*. National Institute of Justice. <https://crimesolutions.ojp.gov/how-crimesolutions-works>

thefts but no difference in shootings or thefts from automobiles, with the overall program rated as having no effects.¹⁰ Another program evaluated on CrimeSolutions was the Phoenix Police Department's Crime Gun Intelligence Center, where the Center was used as a hub for the timely collection and management of evidence and focusing on intelligence-driven identifications to disrupt criminal activities. CrimeSolutions rated the Crime Gun Intelligence Center as a promising practice.¹¹ FPD's RTIC will pair public surveillance cameras with intelligence-led policing (ILP) to assist with suspect identifications and evidence collection relating to ORT-related crimes, combining the positive aspects of both CrimeSolutions studies.

Addressing Needs

Operationalizing real-time response can reduce ORT-related crime through deterrence, investigative leads, apprehension, and technology-produced evidence, including automatic license plate readers (ALPRs) and video. Using community and traffic cameras can provide visual observation of the suspect's direction of flight, description of suspect(s) and vehicle(s), and observation of possible weapon(s) or other hazards. Having specific suspect information can greatly influence an officer's response and enhance their ability to successfully locate and approach the suspect(s). This real-time information may require additional officers to respond or particular precautions otherwise not taken if situational circumstances were unknown. In situations of observed car accidents, it could mean expedited life-saving measures, fire department response or other deployments otherwise delayed if waiting for bystander 9-1-1 activation. The real-time nature of the RTIC and its actions can provide significant enhancements to officer and community safety, while also allowing for the development of investigative leads for colder cases. The technology and ability to review video and ALPR data for ORT-related crimes can assist in linking cases to other ORT-related crimes, including those outside of the region. The technology-related and other physical evidence from rapid law enforcement response to ORT-related crimes can assist in increasing prosecution from the District Attorney's Office. The RTIC will also actively collaborate with internal and external partners to increase information sharing and engagement with local law enforcement agencies, develop and enhance procedures and best practices, and continually advance skills to improve data sharing and investigations.

Target

Broadly, the target population is the community of Fremont residents. The primary goal of standing up RTIC is to improve community safety through informed decision-making and

¹⁰ NIJ. (2018). *Program profile: Police-monitored CCTV cameras in Newark, N.J.* National Institute of Justice. <https://crimesolutions.ojp.gov/ratedprograms/590#1-0>

¹¹ NIJ. (2022). *Program profile: Phoenix (Arizona) Police Department Crime Gun Intelligence Center.* National Institute of Justice. <https://crimesolutions.ojp.gov/ratedprograms/756#1-0>

enhanced response for responding officers, developing investigative leads, and mitigating crime. The community at large will be the primary beneficiary.

FPD has historically targeted defined “hotspots,” small geographic areas with frequently occurring crime, based on crime analysis, with regular focused proactive patrols. This method of hotspot policing is considered a cornerstone of intelligence-led policing. These “ILP hotspots” are primarily commercial and retail centers. For the purpose of this grant, the retail center ILP hotspots will remain a constant focus for Patrol and RTIC. Fremont has ALPR and community cameras established adjacent to and in its largest retail center, allowing access to view potential crimes and providing critical information to responding officers. These resources will be used with an emphasis on reducing ORT and adjacent crimes.

The process of determining target areas for focused patrols, response, and intervention comes from data analysis. FPD’s Crime Analyst reviews data in the designated ILP hotspots on a weekly basis. The objective is to determine increases in activity, trends, repeat offenders and/or victims, and make “ILP recommendations” to patrol teams. These recommendations are shared with patrol over an internal information-sharing platform, known as the Crime Forum, and requests are made for patrol officers to spend their unallocated time patrolling these areas based on data-driven analysis.

Goals & Objectives

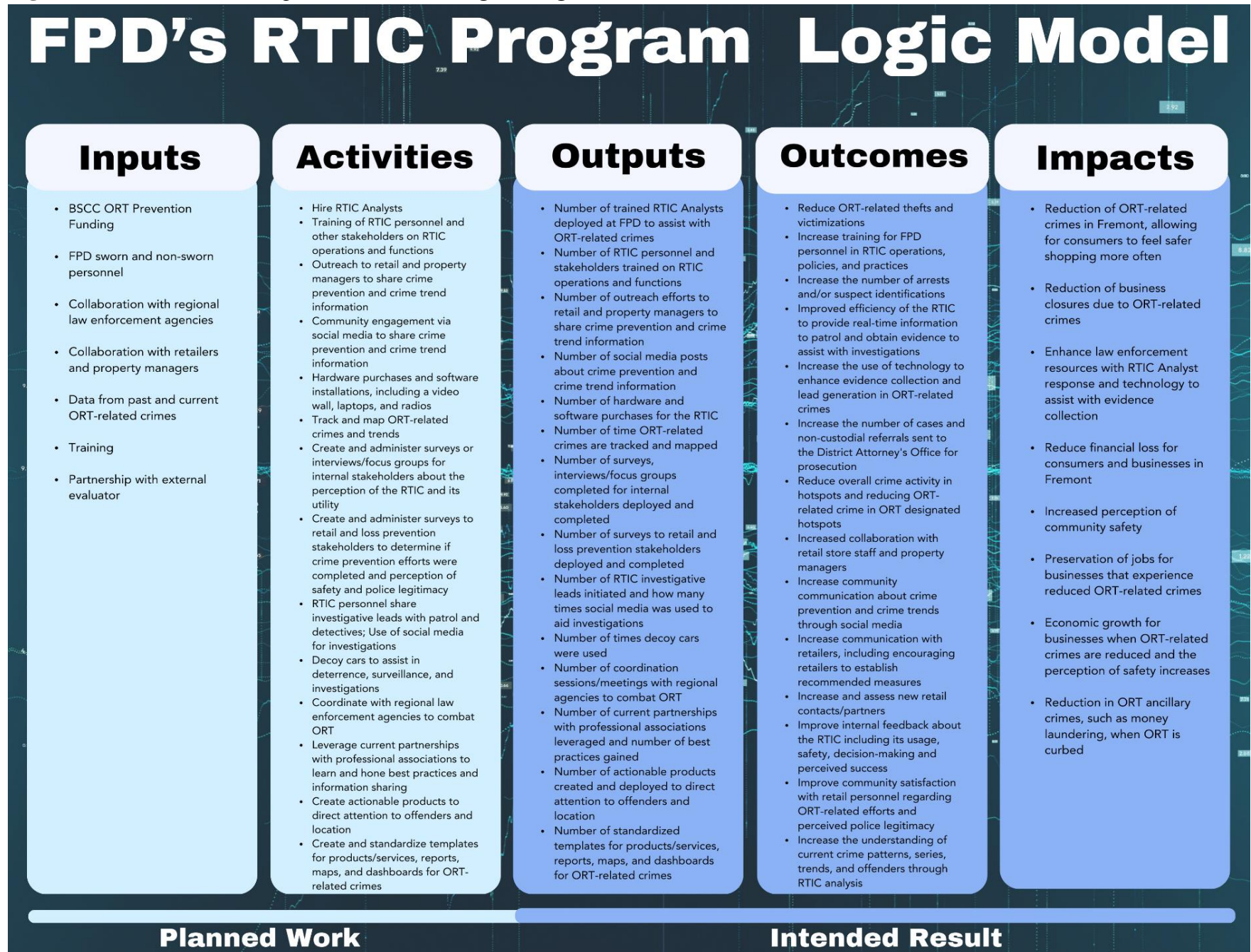
The RTIC addressing organized retail theft is guided by one goal and six objectives. The goal is the panoptic statement delineating the broad intentions and long-term goals of the RTIC, while the objectives were carefully designed to detail specific, measurable tasks and activities required to achieve the goal.

- **Goal 1:** Establish a full-time operational Real Time Information Center (RTIC)
 - **Objectives:** 1.) Hire, train, and deploy two full-time RTIC Analysts to support field operations by capitalizing on a wide range of technologies and resources in real-time for efficient and effective policing; they will support crime reduction and community safety efforts, with a specific emphasis on ORT 2.) acquire and utilize video wall for critical visual optimization and increased overall awareness 3.) acquire and utilize open-source intelligence software 4.) reduction of ORT-related crime and catalytic converter thefts. 5.) enhance and expand information sharing 6.) develop and strengthen partnerships with both internal and external stakeholders.

Project Logic Model

A project logic model visually represents a program, illustrating the logical connections among its inputs, activities, outputs, outcomes, and impacts. The model serves as a guide for stakeholders, elucidating the program's theoretical framework, planned operations, and anticipated results. By outlining the elements, the logic model aids in planning, implementation, monitoring, and evaluating the program's efficacy and progress.

Figure 1 – Fremont Police Department’s RTIC Program Logic Model



Process Evaluation Method and Design

The process evaluation aims to gauge the effectiveness of implementing the RTIC by assessing adherence to planned activities and procedures. The evaluation will focus on the implementation process, quality and quantity of program delivery, and alignment of activities with intentions. Regular assessments will be conducted on resource utilization, fidelity to implementation, engagement levels, and encountered challenges. The insights garnered from this evaluation will shed light on program efficacy, highlight areas for improvement, and guide decision-making to optimize program outcomes. Structured and consistent reviews of the process can allow for the early detection of challenges and barriers, fostering increased adaptability, enhancing effectiveness, and creating an opportunity for risk management and a proactive resolution of issues.

Inputs & Resources

Many types of resources are required to successfully implement the RTIC to focus on ORT-related crimes. Resources include BSCC ORT funding, FPD personnel, software and hardware for the RTIC, community partnerships, and collaboration with the project evaluator. RTIC's engagement with Patrol and field-deployed investigative teams will showcase many project activities. These may include the review and use of ALPR data, video footage, databases and analytical platforms (e.g., *Peregrine*, *Cobwebs*), and tracker monitoring. FPD will continue to build and strengthen partnerships and collaboration with local businesses and community members to educate, increase information sharing, and improve police legitimacy through engagement. Outreach from the ORT detective to retail stakeholders can assist in improving crime reduction by providing information about loss prevention mitigation. FPD will also enhance collaboration and networking with allied agencies using *Peregrine* and RTICs to learn and develop best practices.

Evaluation Tools

An evaluation tool is a methodology or instrument used to systematically assess the performance or impact of a program, intervention, or policy. The tool encompasses various methodologies to gather, analyze, and interpret data relevant to the overall objectives and goals. Data analysis will utilize Stata and SPSS, with Tableau for visualizations.

Every input/resource, activity, and output has an associated data element for tracking, reporting, and guiding decision-making. The evaluation tool provides the data element(s) used, the frequency of the task, and evaluation timeframes. Data sources include the report management system (RMS), computer-aided dispatch system (CAD), training records, invoices, and internal databases. All data collected will be reviewed by the project manager and evaluator quarterly for

quality assurance and to determine if there are any barriers or challenges with specific components of the project. Data elements include:

- Number of ORT-related incidents per month in designated ORT hotspots
- Number of proactive patrol incidents (ILP) in designated ORT hotspots
- Number of ORT-related arrests
- Number of ORT-related cases sent to the DA for charging (arrest or complaint)
- Number of overall arrests supported/facilitated by RTIC
- Number of investigative leads developed by RTIC
- Number of custom hotlist entries and Stolen Vehicle System (SVS) by ORT detective
- Number of internal and regional ORT-related bulletins disseminated
- Number of RTIC personnel hired
- Number of software and hardware RTIC-related items purchased

Data Sources & Collection

Every input/resource, activity, and output is linked to specific data elements. Each task is linked to at least one data source, such as the CAD or RMS. Data collection primarily occurs upon task completion, including employee training, crime reports, and arrests. The FPD Project Director and evaluator will conduct quarterly reviews of all collected data to identify any barriers or challenges with data input and collection.

Peregrine, FPD's data analytics platform, will be utilized to query crime incidents, calls for service, arrests, and officer proactivity in ORT hotspots and the city at large. CAD, RMS, ALPR, and geographic information systems (GIS) layers are integrated into *Peregrine*, allowing for a one-source search. RTIC-related data will be measured with various CAD data, but most specifically "LPR" the CAD call indicating an ALPR hit for a suspect vehicle. RTIC Analysts will always engage when there is an ALPR hit in the field. Analyzing CAD calls of "LPR" will show the number or frequency of ALPR hits and its final disposition -- an arrest, vehicle/gun seizure, police pursuit, etc. RTIC Analysts will also maintain an internal spreadsheet as a daily log documenting their contributions and level of involvement in various calls. This will be a key data source for evaluating RTIC results.

FPD's Crime Forum is used to disseminate Special Information Bulletins (SIBs) for Fremont incidents and features a dedicated space for ORT-related crime/issues. This facilitates suspect identifications and connecting crime incidents. The platform also features APBnet (regional) bulletins once they are reviewed by the crime analyst and determined to have a nexus to Fremont or other relevance. Many of these are shared due to the regional activity of ORT crews. The review and posting of these bulletins contribute to the information-sharing objective.

FPD's Court Liaison Sergeant maintains a detailed spreadsheet of all arrests and complaints sent to the Alameda County District Attorney's Office. The data is compared to incident data in the ORT hotspots in order to quantify the number of incidents in hotspots that are sent to the DA for charging.

The designated ORT detective documents investigative metrics for ORT reporting in an internal document. This includes the number of investigations, reports written, bulletins authored and disseminated, Stolen Vehicle System (SVS) and ALPR custom hotlist entries made, hours on surveillance, contacts with retail loss prevention and store personnel, retail association meetings attended, use of decoy cars, and conversations with the DA's office.

Process Research Design

The process evaluation will utilize mixed-methods research. The quantitative and qualitative components will provide a holistic view of the RTICs implementation, software and hardware deployment, outreach, hiring and training of RTIC personnel, community and business engagement, collaboration with neighboring agencies while regionalizing RTIC efforts, increased use of RTIC leads and social media for investigations, prioritizing forensic evidence for analysis in ORT-related crimes, and creating policies and procedures for RTIC operations. The quantitative data will be used to inform the internal surveys, interviews, and focus groups for baseline information on the RTIC and its functions. The qualitative data can be used to inform and direct process implementation and serve as a quality control tool for the project.

Qualitative Data

Qualitative data will be an important aspect of determining baseline information from internal personnel about the implementation and work of the RTIC. Surveys, interviews, and focus groups will be completed, after Institutional Review Board approval, to determine opinions about the RTIC and its support of calls for service and investigations. Best practices in survey research will be utilized, including piloting the survey for reliability testing, as well as a semi-structured format for interviews and focus groups to determine the most detailed information. NVIVO, or similar qualitative data software, will be used to identify themes, code, and analyze content. Iterative data analysis continually assesses, analyzes, and interprets data during program implementation. Regular check-ins and meetings with the Project Director and evaluator will establish a feedback loop, facilitating timely corrective measures as necessary and identifying early successes.

Data elements from FPD sources include the number of ORT-related incidents in designated ORT hotspots, the number of proactive patrol incidents in designated ORT hotspots, the number of ORT-related arrests and cases sent to the District Attorney's Office for prosecution, the number of overall arrests supported/facilitated by the RTIC, the number of investigative leads

developed by the RTIC, the number of internal and regional ORT-related bulletins disseminated, and the number of custom hotlist and SVS entries completed by the ORT detective. Variables will be based on the available data and similar evidence-based programs and practices. Descriptive statistics will be used to summarize the data by measuring the central tendency, variation, and frequency, identifying trends and patterns. Comparative statistics will be used to compare data from different locations, and crimes in allied agencies.

Data collection and tracking will be utilized to determine task progress and benchmarks for non-case-specific data, including outreach, software and hardware purchase and implementation, hiring, and social media interactions. Data analysis may include using Stata and the Statistical Package for the Social Sciences, with Tableau used to create visualizations to assist with showing progress completion and for stakeholder review.

Quantitative Data

Leveraging quantitative data in assessing the RTIC and its ORT-related functions will enable a systematic measurement of program implementation, pinpoint areas for enhancement, and inform decisions for increased effectiveness. Quantitative data will be sourced from various channels, including RMS, CAD, training records, internal databases, invoices, and *Peregrine*. Collaboratively, the evaluator will maintain continuous communication with FPD to ensure the reliable and regular collection of necessary data, facilitating thorough analysis and data collection plans to assist with validation and quality assurance.

Project Oversight

The project is being overseen by Strategic Intelligence & Analysis Manager Johanna Canaday (Project Director). The Project Director reports to the Fremont Police Special Operations Division Captain, who reports to the Chief of Police. The Chief of Police is responsible for approving all hiring, procurement, and policy recommendations. The Chief of Police is the ultimate decision-maker for policy implementation. The Project Director regularly collaborates with the Police Business Services Manager, who consults and confers with the City of Fremont Finance, Human Resources, Procurement, and Attorney before significant purchases, contract finalization, and hiring, to ensure all approvals adhere to City standards.

Figure 2 - Reporting/Decision-Making Diagram



Project Monitoring & Implementation

The RTIC implementation and aligned programming will undergo systematic and transparent monitoring, tracking the goals, objectives, and milestones of each project component. The implementation plan will delineate key performance indicators, expected completion timelines, and actions/tasks required for successful administration. Additionally, a monitoring plan will be devised by the Project Director and evaluator to specify the process for retrieving data, the frequency of data collection and person(s) responsible, data analysis, and reporting, all positioned with requirements and monitoring for assessing benchmarks and key performance indicators. The Project Director and evaluator will jointly craft the implementation and monitoring plan, convening monthly or biweekly meetings to ensure alignment with activities, attainment of outputs, and realization of outcomes. RTIC operations and services will be evaluated in operational efficacy, including consistent staffing, number of calls supported, analysis of contributions, if officers feel safer and more informed, and perceived values of the RTIC. Scheduled reviews of multiple stages of implementation will facilitate early detection of challenges and barriers, allowing for prompt resolution. The RTIC project and monitoring will encompass pre-implementation preparations, technical setup and configuration, policy creation and implementation, training, testing, and establishing monitoring mechanisms with feedback

channels. The feedback loop will foster continuous improvement while upholding principles of transparency, accountability, and responsiveness to enhance current FPD ORT-related efforts.

Project Facilitators

Project facilitators play a pivotal role in guiding and supporting project implementation, ensuring the achievement of project objectives within the stipulated time frame. In the context of the RTIC and its aligned ORT-related tasks, these facilitators encompass various elements such as involvement and actions of FPD personnel, collaboration with allied agencies and external partners, funding availability, outreach endeavors, and focus on multiple constituencies in Fremont. Monitoring of the RTIC and ORT-related actions will entail the documentation of required tasks and deliverables, specifying responsible individuals, due dates, and necessary actions, while leaving space and time for noting and acting on challenges and obstacles. The Project Director and evaluator will conduct audits to assess task completion and work quality, formally tracking progress, performance, and facilitative factors. Regularly scheduled implementation meetings will foster ongoing communication, project engagement, and data analysis to identify and address potential or realized challenges. Documented project barriers and challenges within the implementation process will undergo periodic review for resolution by the Project Director, internal stakeholders, and the evaluator.

Process Evaluation Matrix

A process evaluation matrix was created to show the evaluation inputs, resources, activities, outputs, data elements, data sources, and frequency of collection (Table 1).

Table 1 - Process Evaluation Matrix with Inputs, Resources, Activities, Outputs, Data Elements, Data Sources, and Frequency of Collection

Category	Input/Resource/Activity/Output	Data Element(s)	Data Source(s)	Frequency of Data Collection
Comparison to national levels	Analysis of ORT in Fremont compared to National Retail Foundation data	# of ORT-related crimes in Fremont	Report management system, National Retail Foundation	Each time a crime is reported/recorded; analyzed quarterly
Coordination	Coordination with neighboring agencies to combat ORT	# and types of coordination with neighboring agencies to combat ORT; # of coordination efforts and agencies working with <i>Peregrine</i> ; # of partner agencies using data from FPD's platform	Internal databases, computer-aided dispatch	Each time coordination is completed, and new partnerships are formed; analyzed quarterly
	Efforts to regionalize RTIC/increase neighboring agency participation	# of efforts and neighboring agencies participating in the RTIC	Internal databases	Each time coordination is completed with neighboring agencies; analyzed annually
	Efforts to leverage current partnerships with the National Real-Time Crime Center Association, analyst, and ORT associations	# of efforts to leverage current association-related partnerships to combat ORT; results of partnerships	Internal databases; agency websites for partnership information	Each time partnerships are completed; analyzed annually
Crime Analysis	Types and # of ORT-related analysis by Crime Analyst(s)	# of ORT-related analysis by Crime Analyst(s) and types of analysis	Internal databases; report management system; crime analyst software	Each time an analysis is completed; analyzed quarterly
Decoy cars	Use of decoy cars	# of times a decoy car was used, its deployed location, duration of placement	Internal databases; computer-aided dispatch records; report management system	Each time a decoy car is used; analyzed quarterly
Equipment purchase	Purchase of a video wall, installation, and maintenance contract	# of video walls purchased, when installed	Purchase invoice(s); installation records	Each time a video wall is purchased and installed
Evidence	Prioritize fingerprint evidence; # of items sent for fingerprint evidence analysis	# of items sent for fingerprint evidence analysis pre/ante-grant	Report management system; crime lab documentation	Each time fingerprint evidence is sent to the crime lab; analyzed quarterly
Hardware purchase	Laptop and monitor purchases	# and type of laptops and monitors purchased for RTIC stations	Purchase invoice(s)	Each time a contract is completed; analyzed annually
	Handheld radio purchase	# and types of handheld radios purchased	Purchase invoice(s)	Each time a contract/purchase is completed; analyzed annually
Intelligence-led policing (ILP)	Analysis of ILP geographic areas, aka "hotspots," focused on ORT	# of ORT-related ILP geographic areas; location of areas pre/ante/post-grant	Internal databases, report management system	Each time a crime is reported/recorded; analyzed quarterly
Investigations	Types and number of cases ORT Detective and other ORT-related investigative work	# of cases ORT Detective works, evidence collected, cases sent for prosecution to the DAO	Report management system; District Attorney Records	Each time an investigation is initiated; each time a crime is sent to the DA's Office; analyzed quarterly
ORT-related bulletins	Review of ORT-related bulletins reviewed	# of regional ORT-related bulletins reviewed	Regional bulletins; internal databases	Each time an ORT-related bulletin is reviewed; analyzed quarterly

Outreach	Outreach to retailers and property managers for education on crime prevention and security camera additions	# of outreach efforts to property managers, # of training sessions, # of security cameras added with FPD access	Internal databases, computer-aided dispatch	Each time outreach is completed; analyzed quarterly
	Types of engagement and # of engagement opportunities by ORT detective and businesses to increase crime reporting	# of engagement opportunities the ORT Detective participates in, types of education/discussion around crime reporting, investigations, arrest, and prosecution	Internal databases; computer-aided dispatch records; report management system	Each time an outreach effort is initiated; analyzed quarterly
	Outreach to business communities	# of outreach efforts to businesses, types of outreach, types of training to reduce crime, types of companies reached, follow-up with companies; # of new partnerships built; social media outreach, and # of engagements	Internal databases; computer-aided dispatch records; report management system	Each time an outreach effort is initiated; analyzed quarterly
Personnel	RTIC Analyst positions	# of RTIC personnel hired	FPD personnel records/HR	Each time a person is hired
Policies and Procedures	Creating and honing of RTIC-related policies and procedures; training of personnel in policies and procedures	# of policies created/honed relating to RTIC processes and procedures; # of employees trained in new/updated policies	Policy and procedure manual; training records	Each time a new policy relating to the RTIC is created; each time training is conducted; analyzed annually
Product creation	Create actionable products to direct attention to offenders and locations	# of actionable products to direct attention to offenders and locations; # of arrests made from actionable products; # of suspects identified	Internal databases; computer-aided dispatch records; report management system	Each time an actionable product is created; analyzed quarterly
RTIC	Creation and usage of leads by RTIC; use of social media for investigations	# of leads created by RTIC for ORT-related investigations; # of times social media used for investigations	Internal databases; computer-aided dispatch records; report management system	Each time RTIC creates a lead; each time social media is used for investigations; analyzed quarterly
	Build relationships with regional RTIC/RTCCs; regional associations; and regional analyst/detective meetings	# of regional relationships with RTIC/RTCCs built to learn and share best practices; # of networking events attended for regional associations and crime meetings; # of regional analyst and detective meetings attended	Internal databases	Each time a regional partnership is created; each time a network event is completed; each time a regional analyst/detective meeting is attended; analyzed annually
	Each time a regional partnership is created; each time a network event is completed; each time a regional analyst/detective meeting is attended; analyzed annually	# of visits to regional RTIC/RTCCs	Internal databases	Each time a regional RTIC/RTCC is visited; analyzed annually
Satisfaction	Gauge internal feedback about the RTIC, usage, safety, improved decision-making, and perceived challenges/success	Internal personal feelings about the RTIC, its implementation, and perceived challenges/successes	Surveys; interviews; focus groups; analysis with NVIVO or other qualitative research tool	Annual
Software	Types of analysis and # of analyses completed using <i>Peregrine</i> ; # of internal	# of <i>Peregrine</i> -related analyses, types of analysis, # of internal sharing of completed analysis, # of	<i>Peregrine</i> ; internal databases; report management system	Each time an analysis is completed; analyzed quarterly

	sharing opportunities from <i>Peregrine</i> analysis	analyses used for future patrol/investigative actions		
	<i>Peregrine</i> agency information sharing	# of <i>Peregrine</i> agencies best practices shared	Internal databases	Each time best practices are shared with a <i>Peregrine</i> agency; analyzed annually
	Software needed for the RTIC	# and types of subscriptions for RTIC software needs	Purchase invoice(s); installation records	Each time software is purchased and installed
	Secure <i>Peregrine</i> contract for years 4-6	Contract secured for <i>Peregrine</i> for 2024-2027 paid through grant	Purchase invoice(s)	Each time a contract is completed; analyzed annually
Software & Training	Acquire/contract and train RTIC-related/investigative employees on <i>Cobwebs</i> for ORT-related crimes	Acquisition and contract with <i>Cobwebs</i> ; # of employees trained in <i>Cobwebs</i> ; usage of <i>Cobwebs</i> in investigations	Purchase invoice(s); installation records; training records	Each time installation and training is completed; analyzed annually
Technology	Leveraging current technology to combat ORT	# of pre-grant technology services, deployment, locations, usage, compared to ante/post-grant	Internal databases, report management system	Each time new technology is added/changed; analyzed annually
Templates	Creation and standardization of templates for products/services, reports, maps, and dashboards for ORT-related crimes	# of templates created or honed for ORT-related crimes, including products, services, daily logs, maps, reports, and dashboards	Internal databases	Each time a template is created; analyzed annually
Training	Train RTIC Analysts on the mission of the RTIC, data resources, <i>Peregrine</i> , ALPR and video resources, and radio usage	# of applicable training courses and ongoing training RTIC Analysts receive in the RTIC mission/goals, data resources, <i>Peregrine</i> , video/ALPR resources, radio usage	Internal databases; training records	Each time training is completed; analyzed annually
Training	Train RTIC-related employees on materials/equipment, software, and processing for RTIC needs	# of FPD employees trained on RTIC-related components, including materials/equipment, software, processing	Internal databases; training records	Each time training is completed; analyzed annually

Outcome Evaluation Method and Design

The outcome evaluation will appraise the comprehensive impact and outcomes of the RTIC and other programming to reduce ORT-related crimes and improve public satisfaction and law enforcement legitimacy. The evaluation focuses on gauging the degree to which the project goals and objectives have been realized. The evaluation involves comparing the actual results with the intended goals, incorporating an evaluation of identified impacts while considering contextual variables. Outcome evaluations are pivotal in evaluating program effectiveness and impact, empowering stakeholders to make informed decisions regarding future program directions and enabling a more efficient resource allocation.

Outcomes

The RTIC and associated projects have ten categories of outcomes, including the use of ALPRs, arrests, collaboration, the efficacy of the RTIC, hotspot activity, outreach, partnerships, RTIC operations, safety, and satisfaction. Specific outcomes include increasing the use of custom ORT-related ALPR hotlists, increasing the number of arrests/suspect identifications, increasing information sharing with law enforcement partners, increasing collaboration with retail store staff and property manager, improving the efficacy of the RTIC, reducing overall crime in hotspots, reducing crimes in ORT-designated hotspots, increasing communication with the community via social media posts for crime prevention and crime trends, improving internal communications relating to the RTIC, increasing sharing of analytical and crime intelligence products, increasing communication with retailers, increasing community and retail partners who establish recommended measures, increasing new retail contacts/partners, increasing the number of investigative leads from the RTIC to patrol, increasing the understanding of current crime patterns and trends through RTIC analysis, improving community safety through crime reduction or perceived community safety, improving internal feedback about RTIC usage and perceived success, improving community satisfaction with ORT-related efforts and increased police legitimacy. Data sources range from RMS and CAD data to internal databases, RTIC daily logs, social media channels, briefing presentations, training records, Crime Forum, presentations, networking, surveys, interviews, and focus groups.

Evaluation Questions

The evaluation questions are centered in the RTIC project's goals and objectives. The evaluation questions have multiple components, based on outcome measures, which are listed below:

- Was a full-time operational Real Time Information Center (RTIC) established?
 - Were two full-time RTIC Analysts hired, trained, and deployed to support patrol by capitalizing on a wide range of technologies and resources in real-time for efficient and effective policing?

- Was a video wall for critical visual optimization and increased overall awareness acquired and utilized?
 - Was open-source intelligence software acquired and utilized?
 - Were staff hired, trained, and deployed as intended?
 - How did the equipment in the RTIC perform?
 - Were templates created to standardize products and services, including a daily log to track RTIC response?
 - Were RTIC Standard Operating Procedures developed? How were RTIC-related policies honed to ensure understanding and good stewardship of appropriate use of the technology?
 - Did RTIC personnel request video and evidentiary items on behalf of officers?
 - Were crime analysis and intelligence products utilized? Did RTIC personnel review regional crime bulletins?
 - Was there regular outreach to retail stakeholders? How much outreach was completed?
 - How effective was the use of ALPR? How many ALPR activations were there? What was the disposition of ALPR-related cases?
 - How efficient was the RTIC with adjudicating calls that did not require a patrol response?
 - Did investigative leads shared with officers and detectives increase?
 - How did understanding of crime patterns, series, trends, and offenders impact officer and investigative work?
 - How many cases were the RTIC “first on scene?”
 - How did officer perceptions of decision-making change based on real-time information from the RTIC?
 - How did officer perceptions of increased support and safety change based on real-time information from the RTIC?
 - How did community perception of police legitimacy change, based on efficient police response and enhanced safety?
- Did ORT-related crimes decline?
 - Were standardized reports, maps, and dashboards created for crime analysis of ORT-related incidents?
 - Were actionable products created to direct attention to offenders and locations?
 - Were recommendations made for focused patrol (ILP) in retail hotspots?
 - What types of in-field technologies were deployed for vehicle/asset tracking?
 - Was criminal activity overall reduced in hotspot areas?
 - Was ORT-related theft reduced in retail hotspots?
 - Was there an increase in arrests and/or suspect identification?
 - How much time was spent by patrol in ILP hotspots?

- How many new retail contacts/partnerships were made?
- How was social media intelligence leveraged to identify suspects, organizations, and resellers of stolen goods?
- Did the Crime Lab prioritize ORT-related evidence? What was the average evidence review time for ORT-related cases compared to other cases pre/ante grant?
- How many times were decoy cars deployed in front of major retailers? What occurred during deployment?
- How much crime-related and crime-prevention information was shared with the community? Who shared the information? What modality was the information shared?
- Has community safety improved?
- How was information sharing expanded and enhanced?
 - Was training and information sharing about the role of the RTIC completed, providing clear expectations of the information that can be provided and resources available?
 - Do FPD personnel understand the roles and expectations of RTIC personnel?
 - Did the use of internal communications platforms for crime incidents, investigative leads, and analytic products increase?
 - Were intra-agency collaborations created through the use of *Peregrine*? How many collaborations were created? What type of information was shared?
 - Were internal communications platforms shared with partner agencies?
 - How much and what type of contacts were made with retail and property managers? How did this change pre/ante grant?
 - How much crime and safety information was shared through social media channels? How much interaction or views were received?
 - How has overall communication changed, including understanding of concepts, issues, and strategies?
- How were partnerships developed and strengthened?
 - How many RTIC/Real Time Crime Center regional partnerships were established?
 - How were best practices and learning opportunities shared? What types of learning and best practices were shared?
 - How many regional associations and crime meetings were attended? Did networking occur during the meetings?
 - How many fellow *Peregrine* agency analysts shared or received best practice information?
 - How many regional crime analyst and detective meetings were attended?

- How much outreach to retail stakeholders was completed? Was communication consistent?
- Was positive feedback received from law enforcement and community members? If so, how did it change throughout the grant?
- Was information sharing with law enforcement partners increased?
- Was collaboration with retail store staff and property managers increased?
- Did partners establish recommended measures? If so, how?
- Was police legitimacy improved through engagement and outreach efforts?

Activity Evaluation & Success Determination

An activity evaluation matrix was created to show the activity category, the activity, the steps required to accomplish the activity, and how an outcome will be deemed successful (Table 2).

Table 2 - Activity Category, Activity, Steps Required, and Success of the Outcome

Category	Activity	Steps Required	Success
Coordination	Coordination with regional agencies to combat ORT	Outreach to regional agencies; attend meetings to align efforts to combat ORT	Reduction in ORT-related crimes
Coordination	Regionalize RTIC efforts	Outreach to regional RTIC/RTCCs to determine current efforts and align efforts/best practices to work to reduce crime	Reduction in ORT-related crimes
Coordination	Leverage current partnerships with the National Real-Time Crime Center Association, analyst, and ORT associations	Work with current partners, including the National Real-Time Crime Center Association, Crime Analyst associations, and ORT-related associations to learn and hone best practices and build collaborations	Gain best practice knowledge to reduce ORT-related crimes
Crime Analysis	Analysis of ORT-related crimes	Gather accurate data, utilize software to assist with analysis, report results to stakeholders	Ongoing analysis of hotspots to adjust ILP recommendations
Decoy Cars	Use of decoy cars	Secure decoy car, deploy at a location, monitor the vehicle, use for deterrence, surveillance, and/or investigations	Reduction in ORT-related crimes
Equipment	Purchase a video wall	Procurement process, purchase a video wall, installation, training for use	Installation and use of a video wall by RTIC personnel
Equipment	Laptop and monitor purchases	Procurement process, purchase two laptops and monitor(s) for the RTIC	Use of computers and monitors by RTIC personnel
Equipment	Purchase two handheld radios	Procurement process, purchase two handheld radios, training for us	Use of handheld radios by RTIC personnel
Intelligence	Review ORT-related regional bulletins	Obtain and review ORT-related regional bulletins to connect with potential crimes in Fremont	Reduction in ORT-related crimes; increase in collaboration with neighboring/regional agencies
Outreach	Outreach to retailers and property managers for education on crime prevention and security camera additions	Utilize current list of retailers and property managers to provide updates on crime prevention measures and security camera additions using multiple forms of communication	Reduction in ORT-related crimes; reduce victimization; increase law enforcement satisfaction
Outreach	Social media outreach to the local community to share information about crime prevention and crime trends	Create social media posts about crime prevention and crime trends and share posts via FPD social media channels	Reduction in victimization; increased perception of safety
Personnel	Hire two RTIC Analysts	Human resources processes, interview, background, hire, and train two RTIC Analysts	Hiring two RTIC Analysts
Policies	Review and hone RTIC-related policies and procedures; train personnel in policies and procedures	Review current policies; learn best practices from regional RTIC/RTCCs, RTIC associations, crime analyst associations, and ORT-related associations to hone policies to align with best practices; train all RTIC personnel and other required stakeholders on RTIC policy updates	All FPD stakeholders are trained on honed RTIC-related policies and procedures

Products	Create actionable products to direct attention to offenders and location	Determine needs for actionable product types; develop actionable products; pilot the product; finalize the product for future use	Creation and use of actionable products to direct attention to offenders and their location
RTIC	Creation and usage of leads by the RTIC; use of social media for investigations	Training on how to recognize and develop leads; locate potential areas for lead generation; training on how to use social media for investigations; using social media to assist with investigations	Reduction in ORT-related crimes; increase of use of social media in investigations
RTIC	Network with regional RTIC/RTCC; attend regional associations and analyst/detective meetings	Outreach to regional RTIC/RTCCs, attending regional associations with crime analysts and detectives, increase contacts made	Increase in contacts with regional RTIC/RTCC and analyst/detective contacts to assist with crime reduction efforts
Satisfaction	Conduct internal surveys, focus groups, and interviews with stakeholders regarding the usage of the RTIC and its perceived effect on safety and lead generation	Create survey and interview/focus group instrument using academic best practices; obtain Institutional Review Board approval for the surveys and interviews/focus groups; administer the surveys and interview/focus groups; analyze and report findings	Increase in positive perception of the RTIC and its perceived effect on safety and lead generation
Satisfaction	Conduct external surveys with retail stakeholders to determine if the perception of crime and safety has changed pre/post RTIC deployment	Create survey instrument using survey science best practices; obtain Institutional Review Board approval for the surveys; administer the surveys; analyze and report findings	Increase in perception of crime reduction and safety
Software	Secure Peregrine contract for years 4-6	Contract, usage, ongoing development	Securing and using Peregrine for years 4-6
Software	Secure <i>Cobwebs</i> and train employees	Procurement process, contract, installation, training, usage	Securing, completing training, and using Cobwebs for RTIC-related employees
Templates	Creation and standardization of templates for products/services, reports, maps, and dashboards for ORT-related crimes	Determine variables needed in products/services, reports, maps, and dashboards for ORT-related crime templates; develop and standardize templates; pilot the templates; deploy finalized templates	Fully standardized templates for products/services, reports, maps, and dashboards for ORT-related crimes
Training	Train RTIC Analysts on the mission of the RTIC, data resources, Peregrine, ALPR and video resources, radio usage, and operational workflows	Create a training program, RTIC Analysts complete the training program	Fully trained RTIC Analysts on the mission of the RTIC, data resources, Peregrine, ALPR and video resources, radio usage and operational workflows
Training	Train RTIC Analysts on materials/equipment, software, and processing for RTIC needs	Create a training program for materials/equipment, software, and processing for RTIC needs; RTIC Analysts complete the training program	Fully trained RTIC Analysts on materials, equipment, software, and processing needs for RTIC operations

Outcome Research Design and Data Analysis

The outcome evaluation will utilize mixed methods research, integrating quantitative and qualitative data sources to comprehensively assess the RTIC's medium-to-long-term outcomes for Fremont and its community. Mixed methods research offers a thorough and nuanced understanding of program effectiveness and impact from diverse viewpoints. The quantitative data can inform qualitative surveys, interviews, and focus groups, while qualitative data provides additional depth to quantitative findings. Consistent, recurring meetings with the Program Director and evaluator will ensure timely and reliable collection of necessary data, facilitating regular data analysis, validation, quality assurance, and enabling active monitoring of progress toward outcomes. The outcome evaluation, in conjunction with the process evaluation, can assist with distinguishing between outcomes driven by the project and outcomes that are influenced by outside factors.

Qualitative Data

Qualitative data will play a crucial role in assessing community perceptions of RTIC, law enforcement legitimacy, and feelings of safety in Fremont. Surveys will be administered to FPD personnel and key retail/loss prevention staff, designed according to best practices in survey research. Best practices include defining the survey objectives, crafting clear and concise questions, piloting the survey to ensure reliability, and outlining the confidentiality and anonymity of participants. Interviews and focus groups will employ semi-structured questions to delve deeper into discussed topics and gather additional insights. Before deployment, Institutional Review Board approval will be sought to ensure the ethical protection of participants. Qualitative data analysis software, such as NVIVO, will facilitate coding, theme identification, and content analysis. Iterative data analysis will allow the data to be reviewed, analyzed, and interpreted throughout the program implementation process. Establishing a feedback loop will enable the early identification of successes and challenges, allowing corrective action to be promptly taken to achieve the desired outcomes.

Quantitative Data

Quantitative data will be used to evaluate the RTIC project, allowing for a systematic assessment of the program's outcomes and impacts. The data will be collected from various sources, including RMS, CAD, *Peregrine*, internal databases, and social media analytics. FPD Crime Analysts will obtain case-specific data, including type, number of crimes, location, hotspot locations, dates and times of incidents, and other case-specific information. Additional variables will be determined based on the available data, informed by best practices and similar evidence-based programs. With the evaluator's assistance, the data will be analyzed and cleaned to increase accuracy. Descriptive statistics will be used to determine the frequency, central tendency, and variation, while inferential statistics can be used to test hypotheses associated with outcomes. Regression analysis may also be utilized to analyze dependent and independent variables, to assist in controlling confounding variables.

Limitations

By gathering data from various sources and facets of the grant, a comprehensive understanding of the program's implementation and effectiveness is anticipated. Unlike a randomized control trial, where interventions are tested between groups, this research faces limitations beyond the grant's scope that can directly impact its outcomes. Nationally, law enforcement staffing remains a persistent challenge, and while the grant was structured with staffing levels as of July 2023, fluctuations in FPD's staffing levels may occur. Staffing changes may affect FPD's ability to have a specialized ORT detective, participate in networking events, deploy decoy vehicles, proactively police hotspots, and provide information via social media while maintaining baseline staffing for calls for service. Furthermore, the interest and availability of retail partners may fluctuate, along with unknown levels of community engagement. Equipment availability and installation may be delayed due to supply chain issues and procurement processes. These variables, along with any others that may emerge during the evaluation, will be documented on a timeline, detailing when changes occur, how they are addressed in the implementation process, any unexpected outcomes, and adjustments to the RTIC program to accommodate the changes. The timeline and associated data will be incorporated into the Local Evaluation Report, with significant disruptions highlighted in the Quarterly Project Reports.

Data Sources & Collection

Eleven data sources will be used for completing the outcome evaluation. Data sources include RMS, CAD, the RTIC daily log, ALPR data, internal databases, training logs, *Peregrine*, SIBs, social media channels, networking opportunities, and qualitative data sources. The vast majority of the data will be collected immediately after the aligned task, such as when a crime report is filed or when an arrest is made. Most outcomes, while collected immediately after the task, will be analyzed quarterly, with internal communication and community satisfaction and safety perceptions being analyzed annually. All quantitative data sources are currently available through existing records or systems, with qualitative data developed through new research instruments being a new tool implemented specifically for this grant.

Outcome Evaluation Matrix

An outcome evaluation matrix was created to outline the outcome category, the outcome, the definition of the outcome, data source(s), and the frequency of data collection (Table 3).

Table 3 - Outcome Evaluation Matrix

Topic	Outcome	Definition	Data Source	Frequency of Data Collection
ALPR	Increase the use of a custom ALPR hotlist with ORT suspect vehicles	Increase the use of custom ALPR hotlists with ORT-related suspect vehicles	Internal databases	Each time a custom ALPR entry is created
Arrests	Increase the # of arrests and/or suspect identifications	Increase the number of arrests and/or suspect identifications	Internal databases; CAD; RMS	Each time an arrest is made or a suspect is identified; analyzed quarterly
	Increase # of non-custodial referrals made to the District Attorney's Office	Increase the number of referrals made to the District Attorney's Office	Internal databases; RMS	Each time a non-custodial referral is made; analyzed quarterly
Collaboration	Increase information sharing from law enforcement partners	Increase the number of law enforcement partners that participate in information-sharing	Internal databases; CAD; RMS	Each time information is shared with law enforcement partners; analyzed quarterly
	Increase collaboration with retail store staff and property managers	Increase collaboration with retail store staff and property managers	Internal databases; CAD; RMS	Each time collaboration with retailer staff and property managers is completed; analyzed quarterly
Efficacy of the RTIC	Improve the efficacy of the RTIC through efficiency, frequency RTIC is "first on-scene," response efforts, and consistent RTIC operations/service, # of RTIC presentations; call adjudication, crime mitigation, and investigative leads developed	Improve the efficacy of the RTIC through efficiency, the frequency the RTIC is "first on-scene," response efforts, consistent RTIC operations/services, the number of RTIC presentations, call adjudication, call mitigation, and the number of investigative leads developed	Internal databases; RTIC daily log; CAD	Each time the RTIC interacts with a call; analyzed quarterly
Hotspots	Reduce overall crime activity in hotspots	Reduction in overall crime activity in hotspots	Internal databases; CAD; RMS	Each time a crime is reported or recorded in hotspots; analyzed quarterly
Hotspots	Reduce crime incidents in ORT-designated hotspots by reviewing the # of ORT-related incidents and increasing the time spent by patrol in hotspots	Reduction of crime incidents in ORT designated hotspots by reviewing the number of ORT-related incidents and increasing the time spent by patrol in hot spots	Internal databases; CAD; RMS	Each time an ORT-related crime is reported or recorded; analyzed quarterly
Outreach	Increase communication via social media posts for crime prevention and trend alerts	Increase the number of social media posts for crime prevention and crime trend alerts	Social media channels/analytics; internal databases	Each time a social media post relating to crime prevention/crime trends is posted, per platform; analyzed quarterly
Outreach	Improve internal communications, understanding of concepts, issues, and strategies for RTIC, its objectives and ORT grant efforts	Improve internal communications and understanding of concepts, issues, and strategies for the RTIC, its objectives, and ORT grant efforts	Internal databases; surveys; interviews; focus groups; training records; briefing presentation schedule; # of crime forum posts	Each time a training is completed, survey/focus group/interview is conducted; analyzed annually

Outreach	Increase sharing of analytical and crime intelligence products	Increase sharing of analytical and crime intelligence products in the law enforcement community	Internal databases; training records; presentations; networking	Each time an analytical or crime intelligence product is shared; analyzed quarterly
Outreach	Increase communication with retailers	Increase communication with retailers	Internal databases; presentations; email/social network posts	Each time communication is completed with retailers; analyzed quarterly
Outreach	Increase meaningful information exchange with community members	Increase meaningful information exchanges with community members	Internal databases; presentations; email/social network posts	Each time communication is completed with the community; analyzed quarterly
Outreach	Increase in community and retail partners establishing recommended measures	Increase the number of community and retail partners establishing recommended measures	Internal databases; CAD; RMS	Each time partners share measures were established; analyzed quarterly
Partnerships	Increase, quantify, and assess new retail contacts/partners	Increase, quantify, and assess new retail contacts and partners	Internal databases	Each time a new retail partnership is created; analyzed quarterly
RTIC	Increase the # of investigative leads shared from the RTIC to patrol	Increase the number of investigative leads shared from the RTIC to patrol	Internal databases; CAD; RMS	Each time an investigative lead is shared from the RTIC to patrol; analyzed quarterly
RTIC	Increase the understanding of current crime patterns, series, trends, and offenders through RTIC analysis	Increase the number of current crime patterns, series, trends, and offenders through RTIC analysis and information sharing	Internal databases; CAD; RMS	Each time RTIC analysis is completed relating to crime patterns, series, trends, and offenders; analyzed quarterly
Safety	Improve community safety through crime reduction or increasing perceived community safety	Improve community safety by reducing crime or increasing perceived community safety	Internal databases; CAD; RMS surveys of key retail/loss prevention staff	Each time a crime is reported or recorded and/or if an arrest is made; analyzed quarterly; annual surveys
Satisfaction	Improve internal feedback about the RTIC, usage, safety, improved decision-making, and perceived success	Improve internal feedback about the RTIC, its usage, improved safety and decision-making, and perceived success	Surveys; interviews; focus groups	Annually
Satisfaction	Improve community satisfaction with ORT-related efforts and police legitimacy	Improve community satisfaction with ORT-related efforts and increased police legitimacy	Survey, focus groups	Each time a focus group or survey is administered; analyzed annually